



# Center for Paper Business and Industry Studies

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*Newsletter of the Center for Paper Business and Industry Studies*  
A Sloan Foundation Industry Center ♦500 Tenth Street NW ♦Atlanta, GA 30332 ♦<http://www.cpbis.gatech.edu/>

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## ***Energy and Climate Policy Implications for the Industry***

In the October, 2007 issue of this newsletter, we observed that “new energy and climate policies are being developed, proposed and implemented at an unprecedented pace in the United States and elsewhere.” In the same issue, we reported that Professor Marilyn A. Brown and her doctoral student, Nilgun Atamturk, with the support of CPBIS, are conducting a study of potential impacts of energy and climate policies on the U. S. pulp and paper industry. That study is now nearing completion, and the authors have released a preview of the results.

They examined five policy initiatives:

- a federal renewable electricity standard,
- a U.S. greenhouse gas (GHG) cap and trade system,
- stronger federal renewable fuels standards,
- state incentives for biomass pilot projects, and
- taxation of forest property based on current use.

They concluded that all would increase the supply of forest-based raw materials and all but one would simultaneously put upward pressure on the price of these raw materials. This would result in higher prices for domestically produced paper products, exacerbating the demand-reducing trends associated with increasing use of electronic communication and increasing competition from foreign suppliers. The exception is taxation of forest property based on current use, which would tend to decrease the price of forest-based inputs.

A summary prepared by the authors includes a tabular representation of the expected magnitudes and directions of the effects of various policies. It can be accessed via the following link:

[http://www.cpbis.gatech.edu/news/080214\\_energy\\_policy.pdf](http://www.cpbis.gatech.edu/news/080214_energy_policy.pdf)

## ***CPBIS to Interact with Sloan Network on Climate Change***

According to a recently released Sloan Foundation document, “Efforts to reduce greenhouse gas (GHG) emissions may have at least as much impact on major U.S. industries over the next couple of decades as globalization has had over the last twenty years or so. Climate change itself may also have a substantial effect on industries.”

The Sloan Foundation Industry Study Centers network, of which CPBIS is a member, is “in a unique position to help U.S. industries start to study how they will be impacted by climate change and possible GHG reduction regulations and how they can most efficiently respond. To start this process, the network will convene a workshop on ‘U.S. Industry and Climate Change: Impacts, Policies, and Responses.’”

(For possible climate change legislative scenarios, see the white paper prepared for the House Committee on Energy and Commerce, posted on the CPBIS Web site at:

[http://www.cpbis.gatech.edu/news/080301\\_climate\\_change.pdf](http://www.cpbis.gatech.edu/news/080301_climate_change.pdf) )

The workshop will be held April 4-5 in Berkeley California. CPBIS will be represented by Jacquelyn McNutt, executive director, and George Weyerhaeuser, chairman of the CPBIS Board of Executives, both of whom will actively participate in the program. Other industries participating in the workshop include aluminum, electricity, food and motor vehicles.

## **Oliff to Keynote TechnoBusiness Forum**

Professor Michael Oliff, director of Enterprise Transformation 2020 at the University of Texas School of Management will deliver the keynote address that will set the stage for the 2008 TechnoBusiness Forum. The Forum will take place May 20-21 in Atlanta at the Georgia Tech Hotel and Conference Center.

Professor Oliff has designed, implemented and led enterprise transformation and performance improvement programs for a variety of global companies – Accenture, Bahlsen, Bally, BP, Exxon, IBM, Nestle, Nokia, Omega, Siemens and Sony – contributing to \$1 billion in client savings. He is the author of more than 100 management articles, cases, books and executive reports.

Professor Oliff's presentation, titled "Leadership Challenges in Achieving Market Dominance" will focus on several important questions:

- Why do failing firms focus on short term revenues, profits or customer satisfaction instead of on customer value?
- Why do failing firms develop and rely on strategic imperatives, functional initiatives and short term improvement programs instead of on distinctive competencies?
- Why do failing firms focus on corporate values, recruiting and performance instead of on "stretch culture," development and potential?

Following his keynote address, Professor Oliff will lead a table-setting session, "A Management Perspective of Enterprise Transformation," which will address key leadership dimensions involved in transforming the enterprise.

For detailed information on the rest of the two-day program, and to register, click on the following link:

<http://www.cpbis.gatech.edu/connect/forumslectures/tecnobus08/index.htm>

## **Metso Fellowship – A Last-Minute Reminder**

As reported in the last issue, Metso has joined with CPBIS to offer undergraduate engineering students a unique opportunity to pursue post-graduate education in business-related disciplines. Metso will provide financial support for one or more students to pursue a Master's Degree at Georgia Tech in one of several available academic programs. Supported students will

be asked to select a thesis in an area approved by Metso. Often, these programs will also include part-time or seasonal internships.

Interested applicants must apply to a Georgia Tech Master's program in Economics, Business Administration, International Affairs, Public Policy, or History & Sociology of Technology & Science and must also submit a prescribed-format letter of intent to CPBIS. **All application materials for the Metso Fellowship must be submitted by March 31, 2008.** Recipients will be notified by May 15, 2008.

For details of the application process, see:

<http://www.cpbis.gatech.edu/education/oppstudents/index.htm>

## **Management Development Program Coming Soon**

Seize this opportunity to become a more effective manager. Registration is now open for a valuable face-to-face interactive short course at Georgia Tech, "Management Development for Enhanced Performance." See

<http://www.cpbis.gatech.edu/education/oppstudents/index.htm>

## **CPBIS to Participate in WVU Energy Workshop**

The Center will be well represented at an upcoming workshop, "Impacts of High and Volatile Energy Costs on Energy Intensive Industries: Coping Strategies and Future Research Needs." The workshop will be attended by Patrick McCarthy, director, and Jacquie McNutt, executive director. Dr. McNutt will represent the industry on a manufacturing industries panel and will also present a talk on cross-industry sustainability issues.

The workshop is presented by the National Research Center for Coal and Energy at West Virginia University and is sponsored in part by the Alfred P. Sloan Foundation. It will take place on the WVU campus in Morgantown, April 9-10.

## **CPBIS around the Nation**

**March 31, Syracuse, NY.** Jacquie McNutt, executive director, will present "State of the North American Pulp & Paper Industry" in the Syracuse Pulp and Paper Foundation's Joachim Seminar Series.

**April 5, Berkeley, CA.** George Weyerhaeuser, chairman, Board of Executives, and Jacquie McNutt, executive director, will present the paper and forest products industry perspective on climate change issues at a Sloan workshop. (See article above.)

**April 9, Orono, ME.** Colleen Walker, associate director, will present “State of the North American Pulp & Paper Industry” at the Annual Meeting of the University of Maine Pulp and Paper Foundation.

**April 9, Morgantown, WV.** Jacquie McNutt will make two presentations at a West Virginia University workshop. (See article above.)

**May 1, Boston, MA.** Vivek Ghosal and Usha Nair-Reichert, both of the Georgia Tech School of Economics, will present at the Sloan Industry Studies Annual Conference. The presentation, “Investments in Modernization, Innovation and Gains in Productivity: Evidence from Firms in the Global Paper Industry” will embody results of their CPBIS-funded research.

## **Upcoming Events**

**Sloan Industry Studies Annual Conference**, Park Plaza Hotel, Boston, MA, May 1-2.

**CPBIS TechnoBusiness Forum**, “Market Dominance through Enterprise Transformation,” Georgia Tech, May 20-21. (See article above.)

**CPBIS-PIMA Management Development Program**, “Management Development for Enhanced Performance,” Global Learning Center, Georgia Tech, June 2-6.

**CPBIS Board of Executives Meeting**, Institute of Paper Science and Technology at Georgia Tech, Friday June 20, 10:00 a.m. – 3:00 p.m. ■

**SAVE THE DATE**

2008 Forest Products *TechnoBusiness Forum*

**Market Dominance Through Enterprise Transformation**

co-hosted by the

Georgia Tech Center for Paper Business and Industry Studies  
North Carolina State University College of Natural Resources  
Ecole Polytechnique University P&P Chair  
State University of New York Environmental Sciences and Forestry  
University of Maine Pulp & Paper Foundation

**May 20-21 2008**

Georgia Tech Hotel and Conference Center  
Atlanta, Georgia

Updated information and registration available  
through the Forum and co-hosts websites  
<http://www.cpbis.gatech.edu/connect/forumslectures/technobus08/index.htm>